



# Departmental Business Plan and Outlook

**Department Name: CIO/311>**

**Fiscal Years:  
FY06-07  
FY07-08**

**Plan Date: March 17, 2006**

**Approved by:**

A handwritten signature in cursive script, appearing to read "Judi Zito".

Judi Zito, Chief Information Officer

George M. Burgess, County Manager

**Departmental Business Plan and Outlook**

**Department Name: CIO/311**

**Fiscal Years: 2006/2007 – 2007/2008**

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ES1 Enable County departments and their service partners to deliver quality customer service.

ES2 Enhance community access to reliable information regarding services and County government issues.

ES4 Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange.

ES5 Attract, develop and retain an effective, diverse and dedicated team of employees

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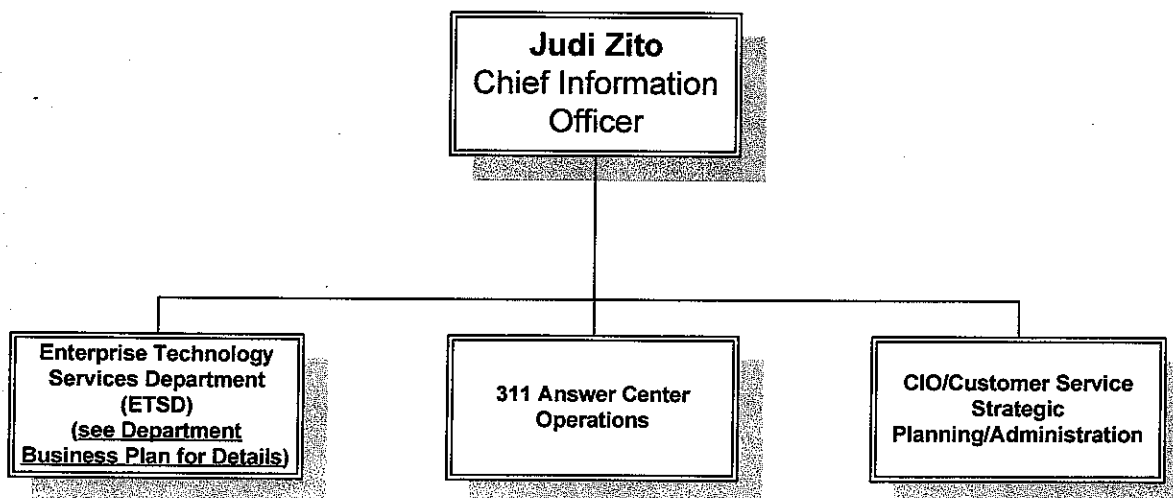
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## EXECUTIVE SUMMARY

The Office of the Chief Information Officer (CIO) establishes technology-related policies, promotes coordination and integration of technology across departmental lines, and manages the establishment, expansion and operation of the County's 311 Answer Center.

As part of the Neighborhood and Unincorporated Area Municipal Services and the Enabling Strategies areas, the CIO facilitates information technology (IT) strategic planning and coordination across County agencies and establishes and monitors policies related to the effective use of technology. The 311 Answer Center makes delivery of services more efficient and effective by consolidating department-based call centers and streamlining requests for services. The technology and customer service staff supporting 311 assists in improving line agency service delivery and accountability through real-time, countywide service performance tracking and reporting.

The CIO serves a variety of stakeholders including elected officials, County departments, and the public. The 311 Answer Center enables call specialists to respond to information requests for local government services. By enabling the public to dial one, easy-to-remember, three digit number, "3-1-1", the Answer Center provides quick, easy access to local government services and information while providing the highest possible level of customer service. The 311 Answer Center currently responds to more than 100,000 citizen calls monthly with estimated call volumes of 1.2 million calls in FY2005-06 and 2.5 million calls in FY2006-07.



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The Office of the CIO, will direct the strategies and policies related to customer service and technology for Miami-Dade County. The CIO's office ensures that the technology service provider (ETSD) and the 311 Answer Center operations are aligned to County's goals for providing reliable information services and quality customer service. In order to meet these goals the following major milestones and initiatives must be achieved for the current and upcoming fiscal year.

- Oversee strategic direction for customer service improvements through the development of a Customer Service Standards Committee that will collaborate on the development of countywide customer service standards.
- Direct and lead the IT Governance process for IT Strategic Planning.
- Staffing of 311 Answer Center to budgeted levels.
- Expand the number of government services, departments, and agencies integrated with the 311 Answer Center operations and technology.
- Define, develop, and implement the Customer Service Analysis and Process Improvement function through the Customer Service Advocates and ServiceStat program, and align with countywide strategic planning process.
- Formalize the process for maintaining the 311 knowledge base and up-to-date service request closures through the establishment of service level agreements with government service providers (agencies, departments and/or municipalities).
- For FY05-06 expansion of 311 Answer Center operations to 7 days per week to include Saturday and Sundays from 9am to 5pm, excluding County Holidays.
- For FY06-07 expansion of 311 Answer Center operating 7 days a week 24 hours a day to enhance community access to reliable information regarding services and County government issues as well as to support emergency activations.
- Plan for the future facility needs of the 311 Answer Center to address staff growth and emergency activation requirements.
- Market and promote 3-1-1 to County residents.
- Increase/upgrade technology and telephony functionality to handle projected growth of 311.
- Funding strategy to support the integration of city services into 311.

The following are critical success factors to meeting the goals defined in this business plan:

- Staffing of 311 Answer Center to budgeted levels to allow for the expansion of government services integrated into the 311 Answer Center.
- Increase/upgrade of technology and telephony functionality to handle growth of 311.
- Identification of a future 311 Answer Center facility to allow for growth of staff, operations and service and availability of 311 to the Citizens of Miami-Dade County during a disaster event.
- Establish partnerships and joint performance measures with departments and agencies to ensure quality information and up-to-date service request intake and resolution.
- Continued countywide leadership and participation in the governance process for IT Investments and Strategic Planning.
- Continued countywide leadership and participation in the implementation of Countywide Customer Service Standards.

## **INTRODUCTION**

### **Department Purpose/Mission Statement**

Enable the improvement of government service delivery through the planning and implementation of multiple customer service channels that utilize innovative technology. The Office of the CIO mission is aligned with the Neighborhood and Unincorporated Area Municipal Services and the Enabling Strategies areas and is reflected in the objectives and performance measures defined in this plan.

### **Department Description**

For many citizens, the government's response to their request for services is the basis by which they judge the effectiveness of their public servants and leaders. When residents, visitors, or businesses need services from Miami-Dade County, they often are forced to wander through the maze of more than 900 agency telephone numbers that exist for government services today. This does not include the additional services provided by the more than 30 municipalities that are geographically located within County boundaries. Even when the caller has identified the correct agency, they are often transferred to different representatives, placed on hold or simply not provided efficient service. Too often, callers are bounced around until they give up in frustration without obtaining the assistance or service they are seeking.

Miami Dade County has established a 311 Answer Center to steer non-emergency calls away from 9-1-1 and make local governments more user-friendly by providing citizens convenient telephone access to information and service requests regarding their County and City governments.

On November 29, 2004, Miami-Dade County entered into a test phase, or 'soft launch' of its 311 Answer Center. 3-1-1 allows customers to call one easy-to-remember, three-digit number in order to receive information and access County and City of Miami government services. Call Specialists provide information, initiate service requests and refer callers to government departments and agencies, by connecting them directly to a "live" person.

In September 2005, Miami-Dade County publicly announced the 311 Answer Center, as a single point of contact for non-emergency public services, including information and service requests. Immediately following the public launch, the 311 Answer Center was propelled into a series of emergency activations due to South Florida's active Hurricane Season.

For FY 2005-06 The Office of the CIO and 311 Answer Center functions were merged under one organizational structure to ensure direction and integration of policies and standards related to both customer service and information technology. The Office of the CIO continues to oversee the expansion and operation of the 311 Answer Center, the policy and strategy for aligning IT Investments to the business requirements of County and ensures that ETSD is properly aligned to these requirements.

In addition, for the FY 2005-06, the CIO/311 organization has created area that will be

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responsible for analyzing customer service and identifying process improvements. This group is made up of Customer Service Advocates that work with the County departments/agencies stakeholders to generate, analyze, and communicate:

- customer service intake and delivery;
- assess customer service trends;
- customer service satisfaction level and efficiencies of departments and agencies;
- identify opportunities for streamlining service delivery through improved resource allocation;
- alignment of customer service performance measures with planned performance goals and countywide strategic plan.
- business process improvement; and,
- opportunities for efficiencies and accountabilities.

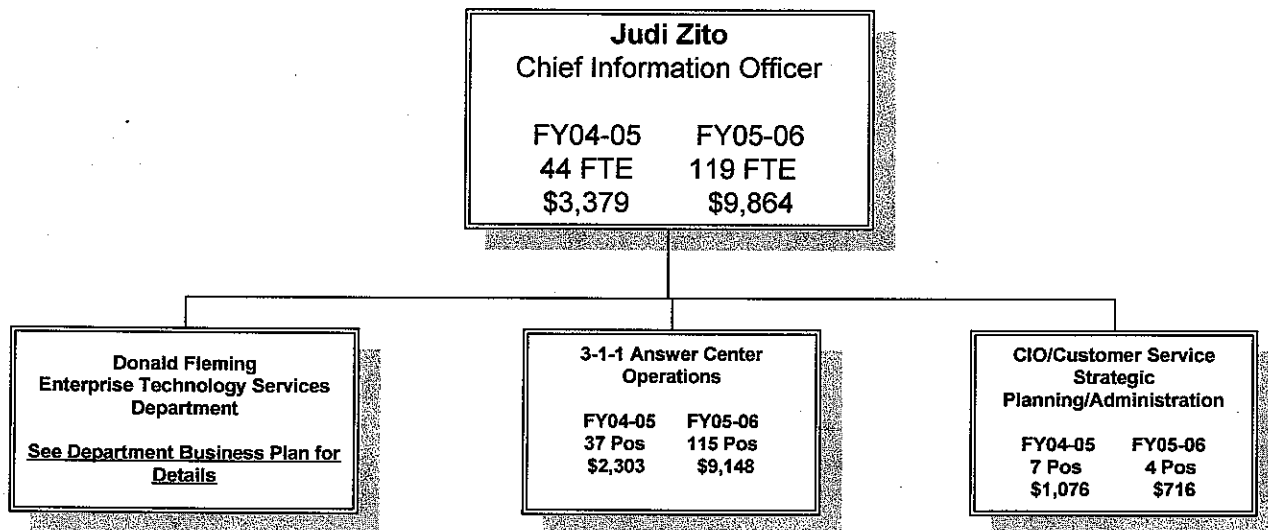
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### Organization and Staffing Issues

For the FY 2005-06 the 311 Answer Center has been transferred to the Office of the CIO under the County Manager's Office. The Enterprise Technology Services Department (ETSD) continues to report to the Office the CIO and the organization functional structure of this organization is defined in ETSD's own business plan. The prior and current year positions and expenditures for the combined CIO/311 department are shown in the organization chart below.



**Major changes in staffing levels and organization from the prior year are due to the following:**

- Consolidation of department call taker positions into the 311 Answer Center to centralize call intake service and provide simplified access to government information and service and realize fiscal and operational efficiencies.
- Staff enhancements to handle the proposed addition of County services to the Answer Center operations.
- Extend hours of operation to 7 days per week (Saturday and Sundays from 9am to 5pm) excluding County holidays.
- Creation of a Customer Service Analysis/Process Improvement unit made up Customer Service Advocates (Special Projects Administrator 1 – Positions) that are responsible for generating, analyzing, reporting and communicating customer service intake and delivery statistics generated from the 311 Answer Center, assessing trends, identify opportunities for streamlining service delivery through improved resource allocation, business process improvement, and identify opportunities for efficiencies and accountabilities.

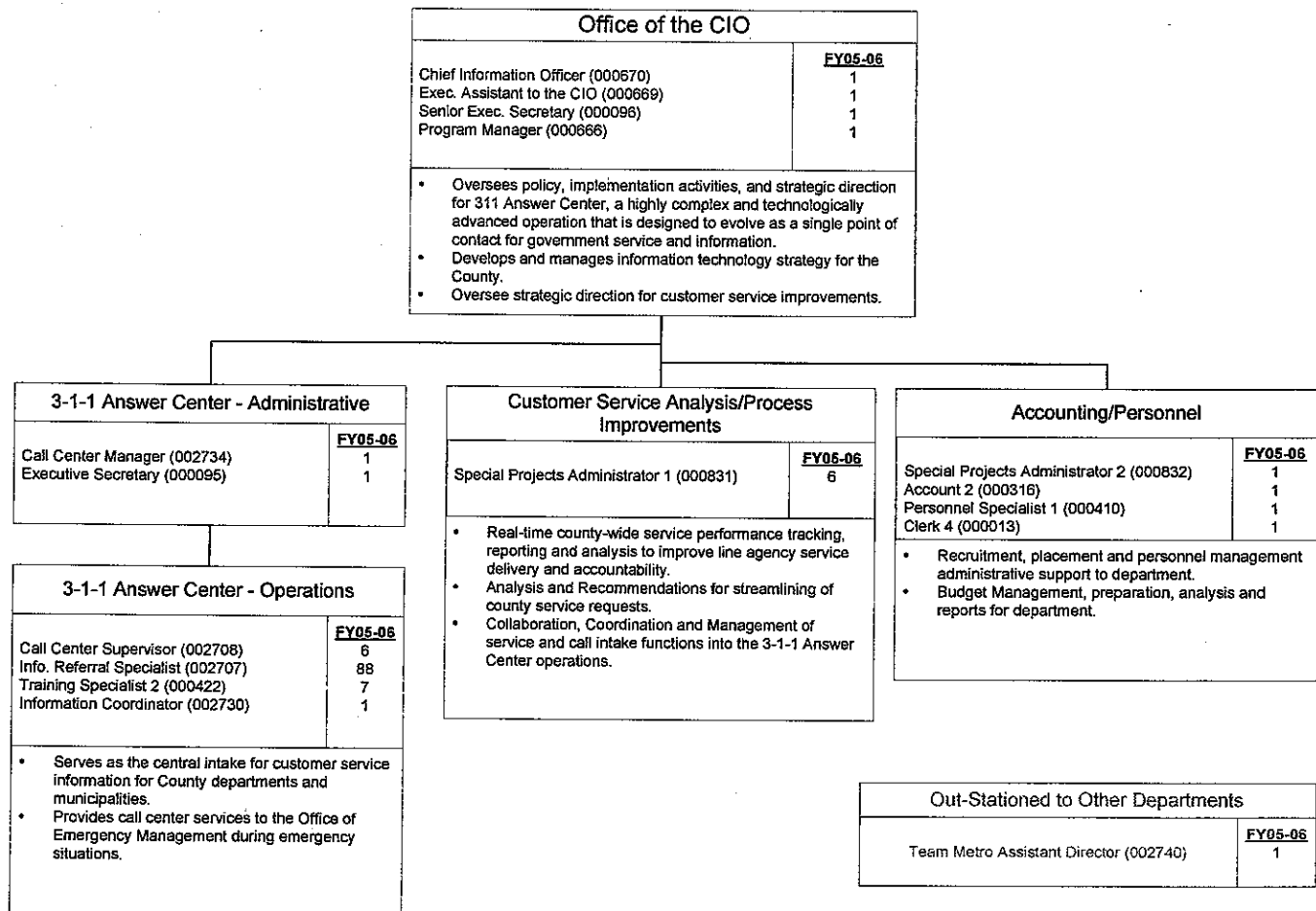


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In addition, below is a chart that defines the functional structure CIO/311 organization budgeted for FY 2005-06, and is intended to define the duties and responsibilities of the units.



## Fiscal Environment

### Revenues and Expenditures by Fund

(All Dollars in Thousands)

	Total Annual Budget		
	Prior Fiscal Year FY 04-05 Actual	Current Fiscal Year 05-06 Budget	Projection as of 3-17-2006 for FY 06-07
<b>Revenues</b>			
Carryover	\$0	\$142	\$0
GF Countywide	\$2,470	\$8,137	\$8,976
GF UMSA	\$190	\$138	\$253
Interagency Transfers	\$483	\$1,447	\$0
<b>Total</b>	<b>\$3,143</b>	<b>\$9,864</b>	<b>\$9,229</b>
<b>Expense</b>			
Salaries	\$1,986	\$5,116	\$5,509
Fringe Benefits	\$562	\$1,705	\$1,770
Other	\$434	\$3,024	\$1,915
Capital	\$19	\$19	\$35
<b>Total</b>	<b>\$3,001</b>	<b>\$9,864</b>	<b>\$9,229</b>

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For FY2005-06, the CIO/311 had a carryover of \$142,000 and is funded \$8,137,000 from the Countywide General Fund and \$138,000 from the UMSA General Fund and has defined \$1,447,000 of Interagency Transfers dollars to ETSD for technology support, maintenance, and licensing of the 311 Answer Center. The following are the results of the FY2005-06 Resource Allocation Planning process and is reflected in the final approved budget:

- Increase of 62 positions to the 311 Answer Center attributable to transfers from the following departments: Animal Services, Building, Building Code Compliance, Community Action Agency, Consumer Services, Corrections and Rehabilitation, Elections, Enterprise Technology Services, Environmental Resource Management, Finance, General Service Administration, Housing Finance Authority, Human Services, Miami-Dade Fire, Miami-Dade Housing Agency, Miami-Dade Police, Miami-Dade Seaport, Miami-Dade Transit, Miami-Dade Water and Sewer, Office of Strategic Business Management, Parks and Recreation, Property Appraiser, Public Works, Solid Waste Management.
- Funding (\$200,000) for the phasing-in of an extension of hours of 311 Answer Center operation to include Saturday and Sunday (from 9am to 5pm) excluding County holidays.
- A \$250,000 education and marketing campaign program to inform the public on the 311 Answer Center service.
- Technology enhancements to the 311 Answer Center previously funded in ETSD, including database server and software licensing, telephone line charges, system maintenance support and application and development support for the Customer Service Response System of \$1.9 million dollars of which \$1.4 million has been committed in the Interagency Transfers dollars mentioned above.
- Increase of sixteen (16) new positions including the phasing of ten (10) Call Specialists positions (\$409,000), four (4) Customer Service Advocates (\$200,000) and two (2) Call Center Supervisors positions (\$100,000); seasonal/temporary call specialists for emergency activations and periods of increased call volume such as elections (\$100,000); and language translation services for languages other than Creole and Spanish (\$50,000).
- Transfer of three (3) positions from the Office of the CIO to the Enterprise Technology Services Department resulting in decrease in operating costs of \$360,000.

In addition, for FY 2005-06, the CIO/311 organization will continue 311 Answer Center technology improvements and department and service implementations using the Capital dollars that have been allocated through the Capital Asset Acquisition Bond 2004B proceeds of \$2,750 million.

## **Business Environment**

There is an important shift occurring in defining the scope of government services. Traditionally, County services were defined as garbage collection, police patrol and code enforcement, for example. Government has expanded beyond these basic direct services. The specialization and expansion of government as an enterprise has created a need for services that provide information and active assistance in connecting residents to the appropriate county agency. This is a customer relationship management approach to give personalized and effective assistance to county residents. This customer driven management direction has given rise to enterprise customer service delivery channels such as miamidade.gov and the 311 Answer Center.

Miami-Dade 311 is a multi-jurisdictional enterprise initiative that services all the citizens of Miami-Dade County in addition to visitors, businesses and County employees who may call 311 from within the County's geographic boundaries regarding local government services. We continue to employ public outreach efforts such as, advertising, involvement in town hall and community meetings, internal and external communication vehicles to increase awareness and knowledge of 311 to the public.

During the first year of operation, the 311 Answer Center received more than 1 million calls with callers waiting an average of only 40 seconds before being connected to a live operator. In FY06-07 the volume of calls received is expected to more than double.

The successful public launch of the 311 Answer Center in June 2005 and the active Hurricane session has oriented citizens to the 3-1-1 service. 3-1-1 has become a number to call before, during and after hurricane event.

Continued expansion of 3-1-1 Answer Center operations will continue as per the approved budget for FY 2006-07 and work to meet the demand and needs of the citizens of Miami-Dade County. Planned efforts include:

- 311 Answer Center operating 7 days a week 24 hours a day to enhance community access to reliable information regarding services and County government issues as well as to support emergency activations.
- The vision for a fully integrated 311 involves the integration of city services, for which a funding strategy to support this goal will be developed in FY06-07.
- Continued implementation of 3 year roadmap calls for consolidation of department call centers with 311. For 06-07, 37 positions have been requested to address overages or transfers from other departments.

A quality monitoring program has been established that involves internal service observations conducted by 311 supervisory staff, as well as independent shops conducted by the Secret Shopper program. The results to date have validated that 311 has surpassed performance metrics related to customer satisfaction and helped us to identify areas in which we must improve. Quality Monitoring will be an on-going process.

The adoption and adherence to the 3-1-1 service function and customer service policy and standards requires oversight and direction from the County Manager's Office and will

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be formally organized under the Office of the CIO. The integration and collaboration between technology and customer service will continue through the Office of the CIO, by continued oversight and direction of IT Investments policies and strategies and reporting of the ETSD to the CIO.

## **Customer Feedback Plan**

The following efforts are used to gauge performance of the Call Center through the use of quality assurance surveys. The activities are standard operating procedures to measure customer feedback and performance.

1. 311-initiated shops conducted by Call Specialists-in-training with live monitoring by supervisors. This process serves as both an ongoing training tool as well as a systematic monitoring effort of call center staff. This data is used on an ongoing basis to implement corrective measures with our own Call Specialist.
2. County-initiated shops conducted through the Performance Improvement Secret Shopper Division of OSBM. These shops are part of a larger overall effort to mystery shop front-line personnel across all departments in the County.
3. Independent shops to be conducted through an external market research vendor, to validate internal efforts.

In addition, a closed loop process will be implemented using both a customer call back program and outbound mailing to measure satisfaction with the service received.

## **Critical Success Factors**

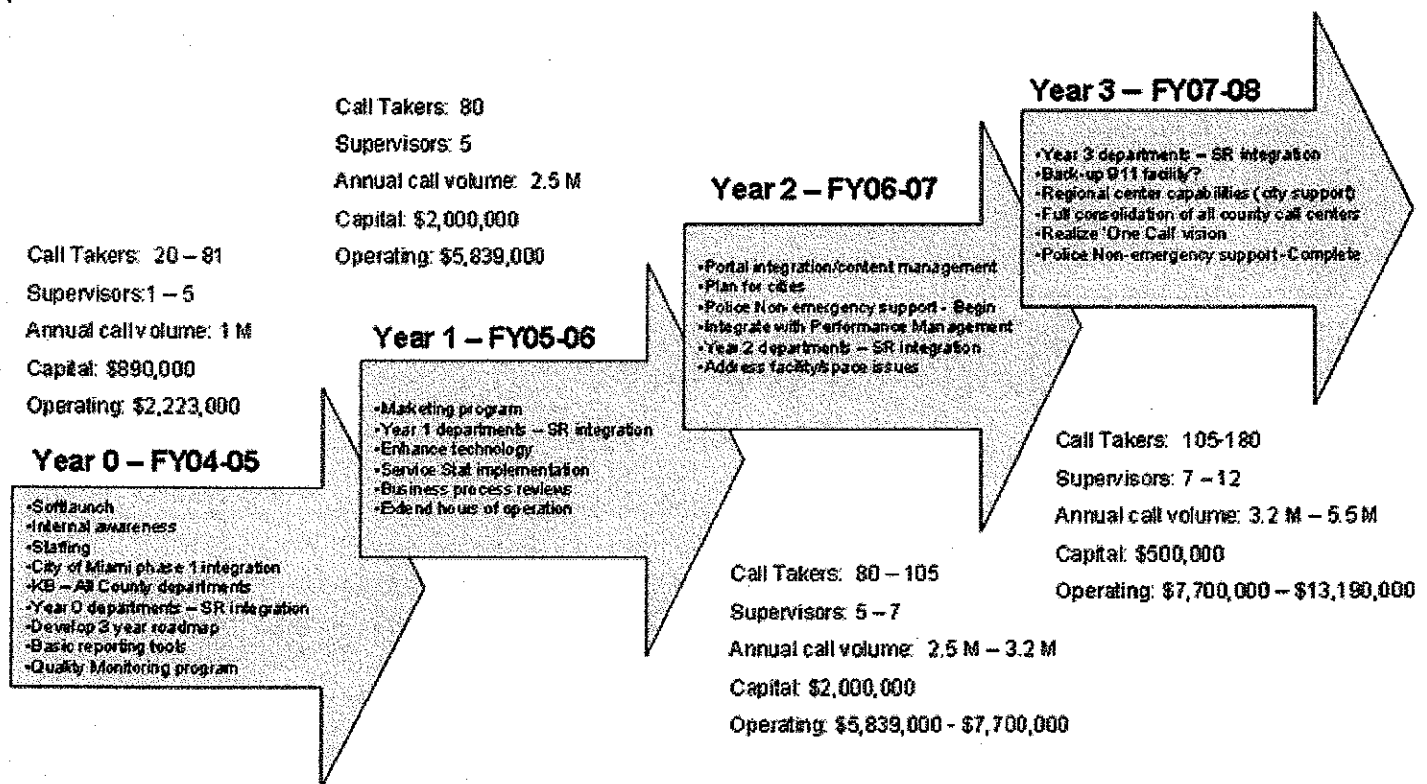
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- Establish partnerships and joint performance measures with departments and agencies to ensure quality information and up-to-date service request intake and resolution.
- Continued countywide leadership and participation in the governance process for IT Investments and Strategic Planning.
- Continued countywide leadership and participation in the implementation of Countywide Customer Service Standards.

## Future Outlook

The future outlook of the Office of the CIO and 311 Answer Center revolves around continued definition of policy and standards for technology and customer service standards

The below chart summarizes key operational requirements as well future year tasks activities and programs, required to achieve our goals and outcomes for a 3-year implementation of the 311 Answer Center.



In addition, the Office of the CIO will continue to direct and lead the policy and strategy for aligning IT Investments to the business requirements of County and ensures that ETSD is properly aligned to these requirements. It will direct and lead the continued improvement of the IT Governance Process for GF Capital Requests and implementation of Governance for IT Operational Projects. It will also work with the ETSD organization on the planning and implementation of a county-wide IT Strategic Planning process.

## THE PLAN

### Overview

Our FY 2005/06 – 2006-07 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms.

- Our Countywide *Vision of "delivering excellence every day"* communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is *"delivering excellent public services that address our community's needs and enhance our quality of life"*.
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed *Goals* across all County Departments. These goals provide the direction the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- *Key Performance Indicators* are the measures that express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance indicators while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*.
- *Department Programs/Initiatives (may include activities and tasks)* are actions or groups of actions that will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.



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As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- *Neighborhood and Unincorporated Area Services*
- *Enabling Strategies (internal county support)*

Supporting these themes are supporting goals and priority outcomes that directly relate to this department. These are provided along with the Department's Programs, Initiatives, and Performance Measures for fiscal year 2006.

**Department-related Strategic Plan Goals:**

- NU2 Empower the community by increasing communication and coordination with local, state, and federal entities.
- ES1 Enable County departments and their service partners to deliver quality customer service.
- ES2 Enhance community access to reliable information regarding services and County government issues.
- ES4 Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange.
- ES5 Attract, develop and retain an effective, diverse and dedicated team of employees

**Department-related Strategic Plan Priority Outcomes:**

- NU2-2 Improved community access to information and services.
- NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)
- ES1-4 Satisfied customers
- ES2-1 Easily accessible information regarding County services and programs.
- ES4-4 Smart, Coordinated IT Investments
- ES5-2 Retention of excellent employees